

2016-2019

STRATEGIC Plan



**Carbal
Medical
Services**

Version 2 January 2019

CARBAL MEDICAL SERVICES STRATEGIC PLAN



In 2008 there was an acknowledgement by all levels of government that improving the opportunities and health outcomes for Aboriginal and Torres Strait Islander people should be a national priority.

The Closing the Gap initiative builds on a foundation of respect and unity to deliver outcomes that are a normal expectation for non-indigenous Australians.

The poorer health of Australia's Aboriginal and Torres Strait Islander peoples when compared to the non-Indigenous population is no secret – and something can be done about it.

Something can be done to achieve health and life expectation equality for Australia's Aboriginal and Torres Strait Islander peoples....Aboriginal Medical Services like Carbal exist so that in partnership with Commonwealth and State governments, we can deliver the necessary services to do that something.

By combining all our efforts we can ensure that all Aboriginal and Torres Strait Islander children born in this country have the same opportunity as other Australian children to live a long, healthy and happy life.

This Strategic Plan has been developed to provide an overview of our aims and operations and to act as a guide in assessing our progress towards the achievement of intended outcomes.



Brian Hewitt (CEO)

VISION STATEMENT

To make a significant and growing contribution towards achieving equity in health outcomes for the Aboriginal and Torres Strait Islander communities of Toowoomba and our wider service region.

GOAL STATEMENT

To provide a high quality, sustainable, culturally appropriate and holistic primary health care service.



OUR CORE VALUES

- ✓ Delivery of client responsive health services.
- ✓ Provision of holistic, culturally appropriate health services.
- ✓ Strong cultural connection with individual families and the broader community.
- ✓ Commitment to continuous improvement in quality service delivery.
- ✓ Modeling of responsible and representative governance.
- ✓ Collaboration with stakeholders and complementary service providers.
- ✓ Provision of a culturally safe and respectful work environment for both staff and clients.

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OUR HISTORY

Carbal Medical Centre was created in response to a growing need for a local indigenous, community-controlled health service for Toowoomba.

In 2003 the Toowoomba indigenous communities formed Darling Downs Shared Care Inc. and successfully tendered to the Commonwealth Government to provide culturally sensitive and appropriate health services to Aboriginal and Torres Strait Islander communities of the Toowoomba region.

In November 2015, after many years of success and operational expansion, the members of Downs Shared Care Inc. voted unanimously to proceed with a process that supported the future sustainability of Carbal Medical Services by agreeing to proceed with the formal requirements for a migration from an Incorporated Association to a Company Limited by Guarantee.

Carbal Aboriginal and Torres Strait Islander Health Services Limited, trading as Carbal Medical Services has adopted a new Constitution and initiated changes to the legal, financial and operational structures in place at Carbal so that we remain fully transparent and accountable to our community and to the State and Commonwealth funding bodies for the health services and programs that we deliver.

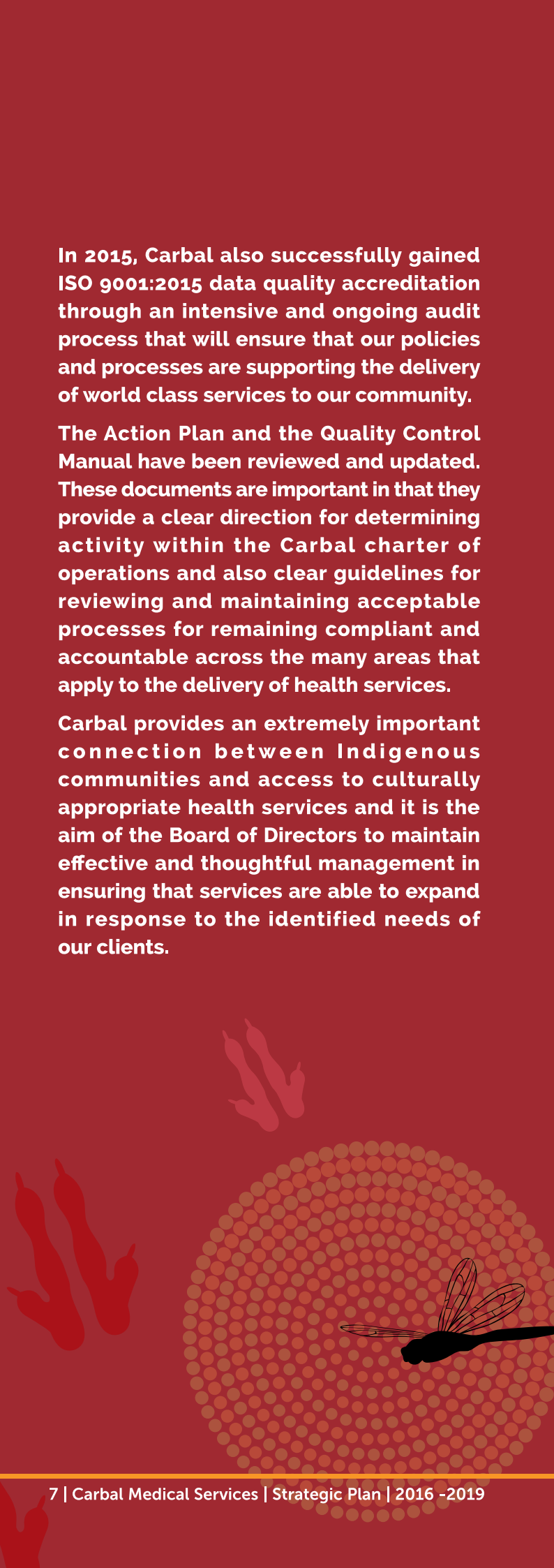




In 2015, Carbal also successfully gained ISO 9001:2015 data quality accreditation through an intensive and ongoing audit process that will ensure that our policies and processes are supporting the delivery of world class services to our community.

The Action Plan and the Quality Control Manual have been reviewed and updated. These documents are important in that they provide a clear direction for determining activity within the Carbal charter of operations and also clear guidelines for reviewing and maintaining acceptable processes for remaining compliant and accountable across the many areas that apply to the delivery of health services.

Carbal provides an extremely important connection between Indigenous communities and access to culturally appropriate health services and it is the aim of the Board of Directors to maintain effective and thoughtful management in ensuring that services are able to expand in response to the identified needs of our clients.



OUR SCOPE

THE AIM OF THE COMPANY IS TO PURSUE THE FOLLOWING PURPOSES:

- a. To develop, coordinate and conduct services that provide for the care and support in meeting the needs of Aboriginal and Torres Strait Islander individuals and groups in Toowoomba and our wider service region;
- b. to coordinate and conduct services aimed at improving the health and wellbeing that meets the needs of Aboriginal and Torres Strait Islander people in Toowoomba and our wider service region;
- c. to collaborate with and support research professionals or entities in the development and implementation of translational research that will improve the health and well-being outcomes within Aboriginal and Torres Strait Islander communities.

Carbal currently delivers eleven funded programs on behalf of State and Commonwealth governments, together with maintaining two fully operational general practice clinics in Toowoomba and Warwick. A new general practice clinic, operating in the grounds of Stanthorpe hospital, will commence in September 2016 and establishment of a further clinic in Goondiwindi is currently being investigated. In addition to the broad spectrum of programs that we are involved with, Carbal hosts a number of Allied Health professionals and research teams from the University of Qld and the Qld University of Technology to assist with the collection of data related to preventative health measures in the fields of physical and mental health.

The Carbal Board of Directors is steadfastly supportive of broadening the charter of operations to include support for activities and programs that may fall outside of specific funding guidelines, but which have been identified as areas of need in relation to the provision of health services for our indigenous communities. Our success in maintaining significant self-generated funds has allowed Carbal to 'walk the talk' when it comes to providing programs and services that have real outcomes when measured against the need to provide culturally-sensitive health services to the Indigenous communities of Toowoomba and our wider service region. Carbal will continue to identify gaps and attempt to address these gaps in a practical and sustainable way.



CURRENT MEMBERSHIP

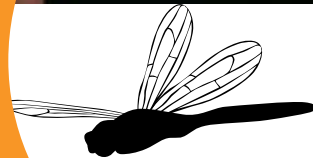
MEMBERSHIP OF THE COMPANY MUST BE MAINTAINED AT A MINIMUM OF SEVEN (7) MEMBERS IN TOTAL,

- a. Members who live, work or otherwise represent the operational region for Carbal activities. ('representation' to be determined by the Directors, in their sole discretion);
- b. Members who formally identify as an Aboriginal or Torres Strait Islander (minimum 90% of total membership); and
- c. Members who do not formally identify as an Aboriginal or Torres Strait Islander but have been accepted by the Directors as meeting the following requirements:(maximum of 10% of total membership).
 - iv. wish to become a Member;
 - v. support the purposes, operations and best interests of the Company, and
 - vi. agree to comply with this Constitution; including paying the guarantee if required.

The Company must have at least five (5), but no more than seven (7) Directors at any one time. At least fifty per cent (50%) of the Directors must identify as an Aboriginal or Torres Strait Islander.

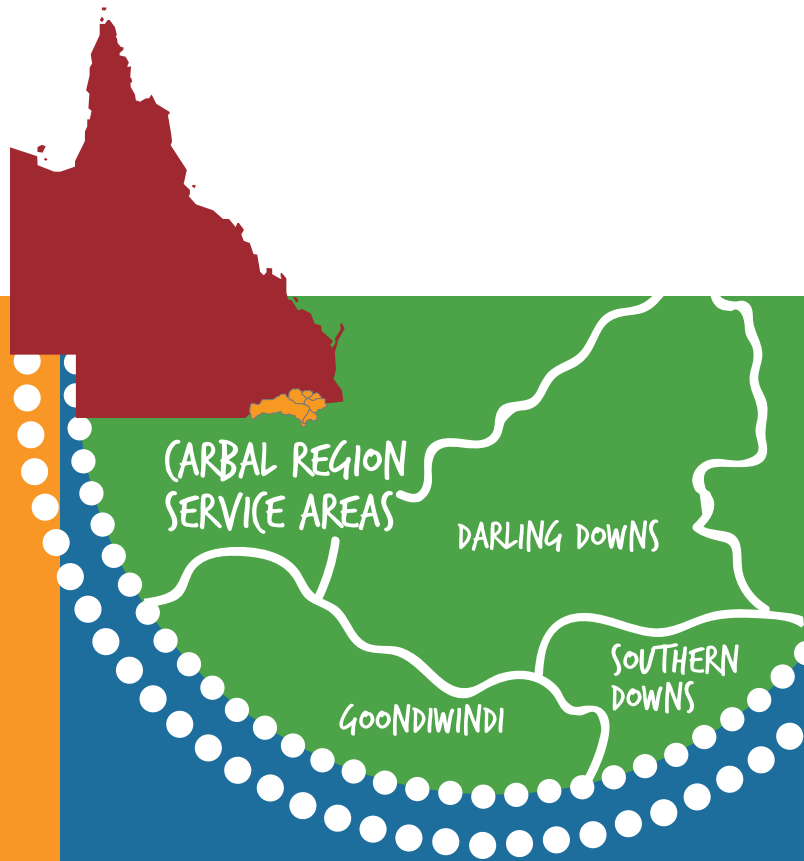


Maree Toombs (Chairperson)



STRATEGIC PRIORITIES

1. To provide health and support services that eliminates disparity in health outcomes;
2. To influence reform and create new service models for the sustainable delivery of health services to all Aboriginal and Torres Strait Islander peoples;
3. To maintain involvement in a range of innovative partnerships and service models with hospitals, private providers, other Indigenous health;
4. To participate in a regional model for Primary Health Care delivery to the Aboriginal and Torres Strait Islander communities in Toowoomba and the South West Downs by working collaboratively with like-minded organisations;
5. To provide significant input into Aboriginal and Torres Strait Islander communities' key health risk factors and expand our services in response to evidence- based community health needs;
6. To implement governance and management reforms for enhancing service models and maintaining sustainable financial independence.



Carbal's region comprises of the three local government areas of Goondwindi Regional Council, Southern Downs Regional Council and Toowoomba Regional Council. Carbal's region has a total area of 39,384.0km².

Based on 2011 figures, 6,888 Aboriginal and Torres Strait Islander people live in Carbal's region. This represents 3.5% of the total resident population.



KEY ACTIONS

ACTION ONE: **TRANSITION FROM ASSOCIATION TO COMPANY**

- ✓ Finalise Carbal's renewed corporate governance and constitution by changing to a company on 1 July 2016;
- ✓ Ensure community, board members and staff are informed regarding the structural changes;
- ✓ Ensure all services provided by the new company remain in the best interests of the Indigenous community and demonstrate value with public money.

ACTION TWO: **MAINTAIN A SOUND AND VIABLE FINANCIAL POSITION**

- ✓ Continue to maximise the funding that Carbal is able to direct towards improving Indigenous health outcomes;
- ✓ Purchase the building that currently hosts the Warwick Clinic to enhance service viability - suspended until 2019-2020;
- ✓ Contract signed November 2018 for the purchase of new building;
- ✓ Maintain procedures for ensuring transparent and responsible financial management.

ACTION THREE: **MAINTAIN AN ACCURATE HEALTH PROFILE AND UTILISE DATA TO IDENTIFY OPPORTUNITIES**

- ✓ In line with Carbal's Continual Quality Improvement plan, continue to conduct data checks and improvements to ensure that our data is as accurate as possible - (Partnership with QAIHC established);
- ✓ Carbal created NKPI graphs and a data manual which has now been disseminated nationally as the gold star approach;
- ✓ Regularly review clinical data with all clinical staff to identify baseline data and priorities;
- ✓ Develop and review clinical processes to address identified health priorities;
- ✓ Murri Court, Strong Sistas, Warwick community partnerships established.

ACTION FOUR: **CLIENT AND COMMUNITY INVOLVEMENT AND PARTICIPATION**

- ✓ Significant social media presence established;
- ✓ Warwick community advisory group established, coordination of specific focus groups to assist external service provision and research organisations, eg Triple P parenting, Lowitja and Check Up;
- ✓ Over \$1M contributed to community events, programs and support since 2016.

ACTION FIVE: **EXPAND SERVICE REACH TO ADDRESS NEEDS**

- ✓ Respond to evidence of need in the community with appropriate planning, resources, service and program delivery;
- ✓ Establishment of Rockville Wellbeing Hub to provide support programs
- ✓ 50% increase in the numbers of health professional staff, increase in the ratio of Indigenous staff to 66% to address growing community needs;
- ✓ Be innovative in our approach to culturally appropriate disease prevention and early intervention;
- ✓ Carbal received:
2017 QAIHC Innovation award,
2018 QAIHC Member Service of the Year award,
2018 QAIHC CEO of the Year award.
- ✓ Ensure all care is evidence based and sustainable.

ACTION SIX: **ESTABLISH AND MAINTAIN EFFECTIVE WORKING PARTNERSHIPS**

- ✓ Establishment and expansion of school based health checks including 1800 hearing and eye screening and 715 health checks per annum;
- ✓ Establishment of psychological therapeutic services;
- ✓ The provision of weekly telehealth services by clinic staff and the midwifery team;
- ✓ Collaborate on relevant programs to ensure a whole of population approach;
- ✓ Maintain membership of relevant national, state and local committees to enhance services.

ACTION SEVEN: **MAINTAIN ACCREDITATION STATUS**

- ✓ ASIC and ACNC registration for the full period;
- ✓ Accreditation status to accurately reflect Carbal Medical Services - GPA maintained 2017, ISO:2015 maintained, HSQF gained 2018;
- ✓ Establishment of an ongoing QC manager role, addition of meeting HSQF standards.

ACTION EIGHT: **EXPAND TO INCLUDE A RESEARCH AND PHILANTHROPIC ARM**

- ✓ Ensure proactively positioning Carbal as a preferred partner to explore alternative funding or business models including the establishment of a research manager role;
- ✓ Investigate opportunities to strategically position Carbal as a preferred partner resulting in new revenue streams whilst further enhancing a sustainable business model .

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